

14 April 1986

MEMORANDUM FOR THE RECORD

SUBJECT: Office of Personnel FY1986 First Quarterly Review

1. The Office of Personnel (OP) held its FY1986 first quarterly review on 17 March 1986 at 0930. [] EO/OP, began the session by introducing the first speaker, []

2. [] presented an update on the employment picture. He reported that the monthly allocation controls placed on applicant initiations appear to be working well with the exception of the Science and Technology Directorate which was exempted from the controls. [] discussed the Agency's current and projected personnel strength. Clerical employees are EODing at the same level as last year, and efforts are being made to improve in this area. For example, the number of clerical polygraph slots has been increased from [] regrettably, at the expense of technical slots. Overall, the picture is brighter with the number of applicants in pre-processing at an all-time high. Mr. Kerr suggested that OP summarize for the DDs "where we are" and "what we are doing" in regard to hiring secretaries.

3. [] addressed the Agency's retirement system and the activities surrounding the Legislative enactment of the proposed supplemental retirement plan, the Administration's FY 1987 retirement budget proposals, and the tax reform proposal under consideration in Congress to change the manner in which annuities are taxed immediately following retirement. In conjunction with the supplemental legislation, he cited overall cost and management of the thrift plan as the major differences between Congress and the Administration. He reported that briefings of Congressional members will continue, and the objective is to get all of the Agency's major requirements incorporated into the final legislation which is expected to be passed by Congress no later than 30 April 1986. With respect to the FY1987 budget proposals, [] reported that initial House hearings in Congress had rejected the Administration's proposals to modify the existing retirement systems.

[] concluded his briefing with an update on the number of Agency employees [] who will be eligible for retirement prior to 1 July 1986 (the effective date set by the House version for the pension taxation provision). As many as [] of the eligible employees are DO. This represents [] percent of the DO population.

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5. [] addressed the Personnel and Career Management Staff's objectives; to EOD thirty Officer/Technical employees in FY1986; to monitor training completed by MP careerists; and to continue to provide OP training workshops. The number of applicants in process is increasing and [] stated that OP sees no need for additional advertising. Internal training has been instituted for new hires to overcome their lack of knowledge in unique Agency policies/procedures. A computerized system assists in monitoring completed training. Although [] MP careerists have been enrolled in training during the first quarter, only 59 accomplished the minimum 40 hour requirement. Limited space in the courses and fluctuating staffing attributed to the inability of careerists to meet the requirement. The training workshop program has been well received and is very much on target. [] reported that almost 50 percent of the FY1986 enrollment goal was accomplished during the first quarter.

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6. The Employee Suitability Process was next on the agenda and was briefed by [] The process was outlined by [] in three broad categories; the people, the system and the future. He placed major focus on the system. OP went to other Agencies for advise and counsel and to gain insight on the methods used to handle suitability cases. The outcome of these discussions is that CIA, with a system in place, appears to be on the cutting edge. The need to work closely with others in the Intelligence Community was emphasized by both [] and Mr. Kerr.

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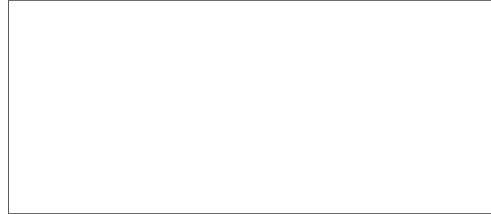
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7. [] reported the status and direction of the Human Resource Task Force. She cited Mr. Casey's remark "People are our most important resource" and indicated that the Task Force is marching under this banner. She explained that the methodology being used by the Task Force is a building block approach beginning with "where we were" and ending at the fifth phase with "where are we going". The Task Force is gathering information from a broad spectrum of Agency employees as input to its analysis and anticipates hearing from over 1000 employees. Speakers from throughout the Agency also have been addressing the Task Force on specific issues. For example, Mr. [] the Executive Director, will speak on the subject of strategic planning and information management needs; and [] will address the

25X1 integration of budget and planning process. The Task Force also will be seeking information from organizations outside the Agency, public and private, on human resource issues and strategies for the next decade. [redacted] indicated that the Task force intends to begin drafting specific findings and recommendations in mid-June.

8. Following a brief discussion between Mr. Kerr and Mr. Magee, the meeting adjourned.



AGENDA

OFFICE OF PERSONNEL

FIRST DDA QUARTERLY REVIEW

17 March 1986
0930 - 1100 Hours

25X1

EMPLOYMENT

25X1

0930 - 0940

- * Employment Update Chief
Employment Programs Staff)

EMPLOYEE BENEFITS AND SERVICES

25X1

0940 - 0950

- * Update on Retirement Chief,
Retirement Division)

25X1

0950 - 1000

PERSONNEL AND CAREER MANAGEMENT STAFF

25X1

1000 - 1010

- * Changing Silhouette in OP
Career Management Officer)

POLICY, ANALYSIS AND EVALUATION

25X1

1010 - 1020

25X1

- * Employee Suitability Process
 Chief, Special Activities Staff)

25X1

1020 - 1030

- * Human Resource Task Force
Chief, Policy Branch)

25X1

EMPLOYMENT

25X1

Employment Update
[redacted] Chief, Employment Programs Staff)

Office: Personnel

O — Scheduled

#3 Objective Statement: Develop Demographics to Improve Targetted Recruiting.

X — Actual

Responsible Officer: Chief, Division III/Employment

Significant Funding Amount: \$_____ FY_____

Quarter Ending:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Research and collect data nationwide.		OX										
2. Analyze data.		OX										
3. Refine recruitment advertising based on findings.			OX									
4. Track the results of the newly defined advertising efforts.						O			O			O

DEVELOP DEMOGRAPHICS TO IMPROVE TARGETED RECRUITING

Activity this Period:

STAT 1. The Agency's advertising firm, [] was contacted regarding this objective and they developed several publications which focused on ethnic and minority populations throughout the country and the best advertising media to use in reaching these groups. Because of their research capability in this area, the publication firm of McGraw-Hill was contacted to determine if they had any data on minority demographics by occupational specialities which they would be willing to share with us.

Status:

STAT 2. Based on the studies provided by [] our ethnic and minority advertising is being directed to those publications most likely to be read by individuals with the skills we seek to employ.

Problems and Shortfalls

3. In that we have to rely on external sources to provide this data, we were unable to fully complete all of the planned activities of this objective in the first quarter.

Plans for Next Period:

4. Track the results of the new minority ads to determine their cost effectiveness and develop minority demographics by occupational specialty if the data becomes available.

#4 Office: Personnel
Objective Statement: Implement Controls on Applicant Initiations.
Responsible Officer: Chief, Division I/Employment
Significant Funding Amount: \$ _____ FY _____
Quarter Ending: .

O — Scheduled
X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Develop control methodology.	OX											
2. Brief Directorate representatives on procedures.	OX											
3. Implement controls.	O	X										
4. Update when FY-86 ceiling increases become available.			O---O									
5. Track applicant initiations and adjust requirements as needed.	O	OX	OX	O	O	O	O	O	O	O	O	O

IMPLEMENT CONTROLS ON APPLICANT INITIATIONS

Activity this Period:

1. Recognizing the need to regulate the flow of applicant cases going into full process (ie., BI, polygraph, and medical), a methodology was developed whereby individual directorates would be allotted monthly initiations based on the difference between their authorized ceiling and on-duty strength. Directorate level personnel representatives were briefed on the need for these controls and the method that would be used in establishing their respective monthly allocations.

Status:

2. Monthly allocation controls were put into effect in November and with the exception of the Science and Technology Directorate appear to be working well.

Problems and Shortfalls:

3. In addition to authorized ceiling and on-duty strength, the formula for controlling initiations also takes into consideration the number of applicants in process at any given time. In the case of the DS&T which was not only the closest directorate to achieving their FY-86 ceiling, but also having the largest number of applicants in process, the controls resulted in an unusually small monthly allocation. While most of the S&T offices were in relatively good shape based on their needs to their in-process-ratio, NPIC and FBIS having the greatest needs and smallest numbers in process were seriously affected by the limited allocation. Exemptions to the controls had to be made in these situations.

Plans for the Next Period:

4. Adjustments will be made to monthly allocations when the revised FY-86 ceiling figures are received from OMB which are expected in January. We will continue to monitor this program throughout each quarter to insure compliance with the maximum allocations authorized.

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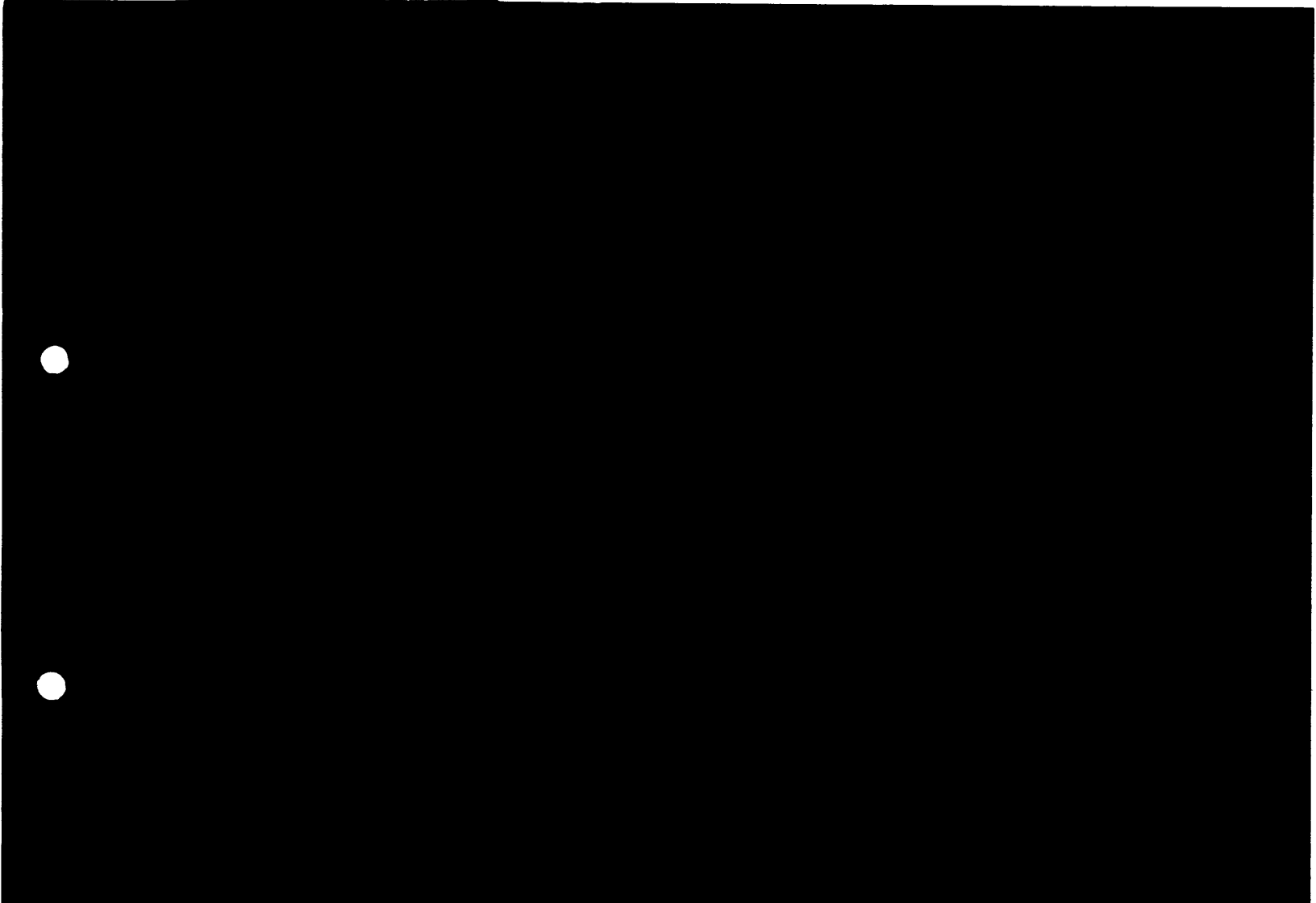
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Ongoing Activities

- **Search firms**
- **Monthly initiation controls**
- **Ethnic recruiting**
- **Career trainee recruitment**
- **Placement Directors' conferences**

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EMPLOYEE BENEFITS AND SERVICES



EMPLOYEE BENEFITS AND SERVICES

Update on Retirement

STAT

Chief, Retirement Division)

STAT

SECRET

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Office: Personnel

#15 Objective Statement: Seek Legislative Enactment of the Agency's Supplemental Retirement Proposal. O — Scheduled
Responsible Officer: Chief, Retirement Division X — Actual
Significant Funding Amount: \$ _____ FY _____
Quarter Ending: _____

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Renew contract of [redacted] to assist in update of actuarial valuations of retirement options and proposals.	O											
2. Keep abreast of actions on the Hill regarding supplemental retirement issue- [redacted]												
3. Review status of ongoing Congressional initiatives and determine where and what type of briefings of Administrative and Congressional Committees are appropriate in support of the Agency's retirement proposal submitted to OMB on 12 August 1985.	O											
4. Using input from the Office of Management and Budget (OMB), Congressional committees and Agency management, update and modify in conjunction with OGC and OLL, our proposal for final submission to Congressional Oversight committees for their action. Timing of submission must be conducted so that we do not get in front of Congressional retirement initiatives.												
(continued)												

SECRET

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Office: Personnel

O — Scheduled

#15 Objective Statement: Seek Legislative Enactment of the Agency's Supplemental Retirement Proposal
(cont.) Responsible Officer: Chief, Retirement Division

X — Actual

Significant Funding Amount: \$_____ FY_____

Quarter Ending:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
5. Conduct briefings of oversight committees and other committees as appropriate on the justification and specific requirements for the Agency's proposal. Seek expedient passage of legislation to coincide with government-wide retirement initiatives. Provide necessary background material and documentation as required in support of this legislation effort.		O-----				-----O						

#15

SEEK LEGISLATIVE ENACTMENT OF THE AGENCY'S SUPPLEMENTAL RETIREMENT PROPOSAL

Activity this Period:

1. Activity continued at a fast pace this reporting period on the development of both a new supplemental retirement program and an internally administered program to cover all Agency employees. Both the Senate and the House finalized their individual supplemental retirement proposals for employees hired since 1 January 1984 who are covered by Social Security. The Agency's proposal, submitted to OMB in August 1985, was overtaken by events when the Roth/Stevens bill was passed by the Senate in November 1985. Amendments introduced by Senators Eagleton and Durenberger incorporated the Agency into the basic provisions of the bill by: (1) providing the same benefits to Agency civil service type employees as granted to other federal employees, and (2) amending CIARDS to provide CIARDS - type employees, hired after 1 January 1984, the same benefits as those afforded special categories (law enforcement, firefighters, etc.) under Civil Service. The amendments also provided for internal administration of the retirement programs for all Agency employees and called for the DCI to study the possible **expansion** of participation in CIARDS.

The House also developed its supplemental proposal and has entered into conference sessions with the Senate to resolve major differences between the two plans. The Director of Personnel and the DDCI conducted a series of briefings of key Congressional Conference members to detail unique Agency requirements in the retirement programs and modification required to keep those programs viable. These briefings included sessions with Senators Durenberger, Roth, Eagleton, Gore, and Representative Ford. In consultation with Ed Hustead, statistical data was developed and presented to these Congressmen supporting our requirements. Follow-up meetings were held with staff representatives from the appropriate jurisdictional and oversight committees to provide clarifying data and information.

Congress extended the interim retirement coverage for employees hired since 1 January 1984 and the deadline for establishing a supplemental retirement program from 31 December 1985 to 30 April 1986.

Shortfalls

2. None

Status

3. Congress reconvened in January 1986 with a number of key issues to be resolved (budget deficit, tax reform, and supplemental retirement). During the holiday recess, staffers began ironing out compromise solutions to the wide gaps existing between the House and Senate versions. Overall cost is the major issue with the Senate version costing 21.9% of payroll; the House 25.5%, and compromise likely at around 23% (current system is 25%). A major area of compromise is likely to be cost-of-living adjustments (COLA) with the House moving from full COLA to some reduced formula. In conjunction with the specific proposals, the Roth/Stevens provisions simply do not provide sufficient annuity levels to permit early retirement (age 50 for CIARD; 55 for Civil Service). This is a vital requirement for the Agency and was detailed in the Congressional briefings conducted last quarter by the D/Pers and DDCI. The House provisions, on the other hand, would meet Agency requirements. As the Senate and House confer on this issue, Agency efforts must continue to be directed at gaining provisions in the final legislation which meet our requirements. The most important of these issues is an increased accrual rate for CIARDS-type employees (1.3% vice 1% contained in Roth/Stevens) and a supplement for non-CIARDS type employees from retirement to age 62. Discussion are ongoing with OMB, OPM and Congressional staffers to ensure understanding of our requirements. It is anticipated that Congress will meet the 30 April deadline established for completion of this issue.

Activity for Next Period

4. Briefings of appropriate Administration officials and Congressional members and their staffers will continue in earnest. The objective will be to get all of our major requirements (internally administered, early retirement, sufficient annuity levels, etc.) incorporated into the final legislation passed by Congress, anticipated to be no later than 30 April 1986. With respect to current systems, we will be following the Administration FY-87 budget submissions very closely to determine what, if any, modifications will be proposed.

RETIREMENT BUDGET PROPOSALS VS SUPPLEMENTAL RETIREMENT PROPOSAL

SUPPLEMENTAL

- * AGE 55 RETIREMENT
- * EMPLOYEE CONT. 7%
(1.3% & 5.7%—SOCIAL SEC.)
- * REDUCED COLA
- * HIGH—3
- * SURVIVOR BENEFITS
EQUIVALENT TO
EXISTING SYSTEMS

BUDGET

- * AGE 62 RETIREMENT
- * EMPLOYEE CONT.
7% — 9%
- * REDUCED COLA
- * HIGH—3 TO HIGH—5
- * SURVIVOR BENEFITS
CONFORM TO SOCIAL SEC.

SUPPLEMENTAL RETIREMENT

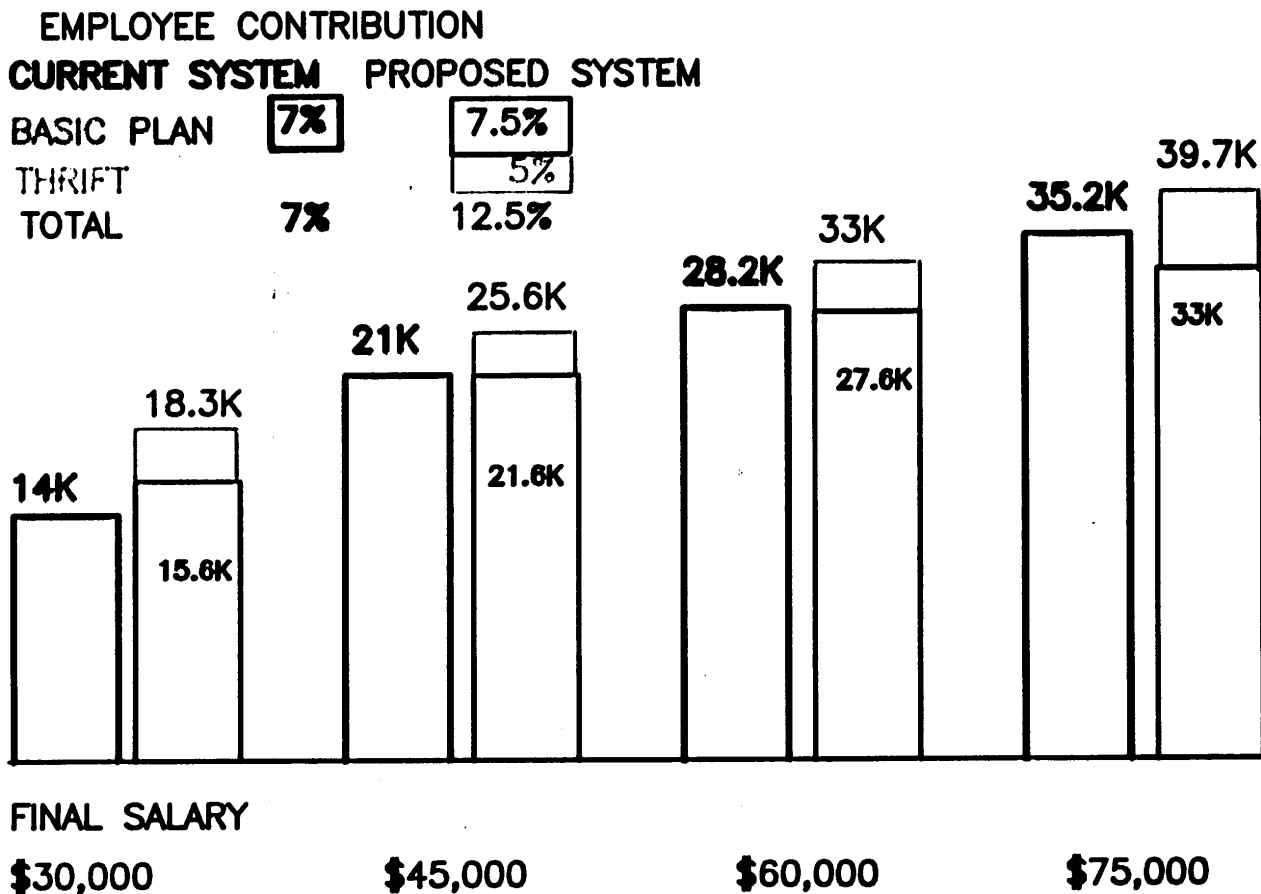
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	<u>HPSCI/SSCI</u>	<u>HOUSE/SENATE CONFERENCE</u>	<u>ADMINISTRATION</u>
EARLY RETIREMENT (50-CIARDS; 55-CSRS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EXTRA ACCRUAL RATE FOR CIARDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUPPLEMENTAL ANNUITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTERNAL ADMINISTRATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-CIARDS ACCRUAL EQUAL TO CIARDS WHILE OVERSEAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STUDY ON EXPANSION OF CIARDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

• SSCI-YES; HPSCI-NO

3

ANNUITY COMPARISON: CURRENT CIARDS VS PROPOSED AGE 50, 25 YEARS SERVICE



ANNUITY COMPARISON: CURRENT VS PROPOSED

AGE 55, 30 YEARS SERVICE

EMPLOYEE CONTRIBUTION

CURRENT SYSTEM PROPOSED SYSTEM

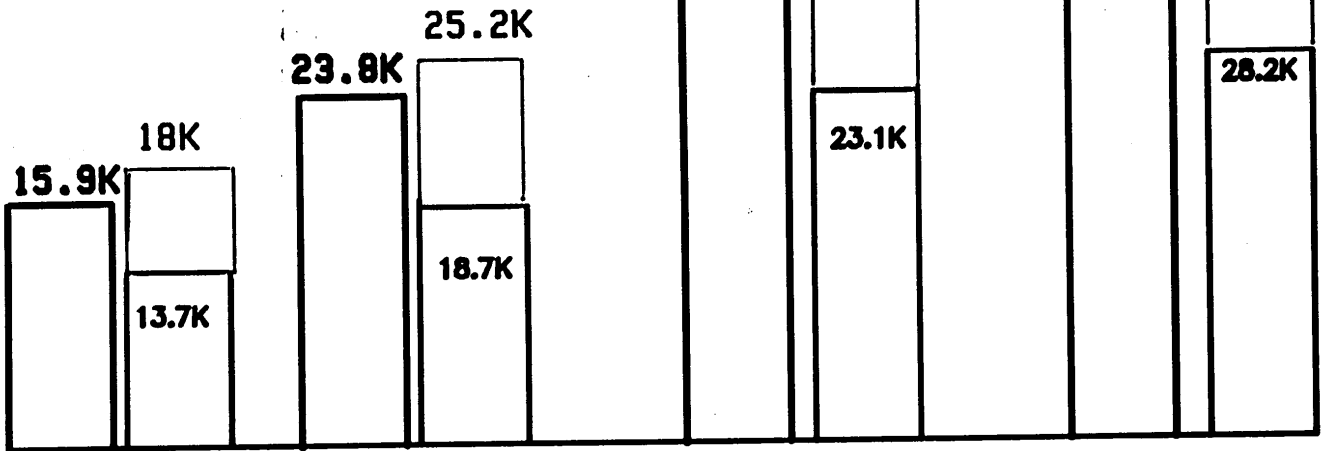
BASIC PLAN **7%**

7%

THRIFT **5%**

TOTAL **7%**

12%



FINAL SALARY

\$30,000

\$45,000

\$60,000

\$75,000

STAT

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PERSONNEL AND CAREER MANAGEMENT STAFF

PERSONNEL AND CAREER MANAGEMENT STAFF

Changing Silhouette in OP
[redacted] Career Management Officer)

STAT

Office: Personnel

#37 Objective Statement: Continue seeking Officer/Technical candidates toward achieving goal of 30 EOD's in FY1986.

Responsible Officer: Chief, Personnel and Career Management Staff

Significant Funding Amount: \$_____ FY_____

Quarter Ending: 31 December 1985

O — Scheduled

X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Maintain applicant pipeline of 25 applicants at all times.	O		X									O
2. Assess need for any additional advertising required to achieve goal.			O X									
3. EOD 30 officer/technical employees.												O

Continue Seeking Officer/Technical Candidates Toward Achieving Goal
of 30 EOD's in FY1986

Activity During this Period:

1. OP continued to see the files of attractive applicants during the first quarter. In late November, scheduled pre-processing interviews showed a significant increase; for the past year the list of PPI's held at about 15 - 20. During December scheduled PPI's peaked at 47.

Status:

2. Need for additional advertising was assessed in mid-December. It was decided that no additional advertising was needed for generalist personnel officers at this time since the number of applicants in process was on target and PPI's were at the highest levels experienced thus far. (The number of applicants in process was at approximately the same level that enabled OP to EOD 23 external applicants in FY1985. With significantly fewer in process at the start of FY1985, and with PPI's on the increase, it was believed that goals could be met.

Problems and Shortfalls:

3. The applicants in process figure dropped below the goal of 25 during this quarter when we had only 19 in process at one point. However, by late December it was up to 26 and on the increase.

Plans for Next Period:

4. Continue efforts at present level. In mid-January the number in process will increase to approximately 34. OP will continue to concentrate on the need for compensation specialist and operations research (ADP) type applicants.

Office: Personnel

#38 **Objective Statement:** Monitor training completed by MP careerists toward requirement that all
Responsible Officer: Chief, Personnel and Career Management Staff complete 40 hours of
Significant Funding Amount: \$_____ FY_____ training each fiscal year.
Quarter Ending: 31 December 1985

O — Scheduled
X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Determine feasibility of obtaining computer listings with information needed for tracking.	O X											
2. Compile quarterly records of numbers of careerists completing requirements.			O X			O			O			O
3. Identify careerists who have not completed or who are not scheduled for training and remind employee and supervisor.							O					

Monitor Training Completed by MP Careerists Toward Requirement
that All Complete 40 Hours Each FY

Activity this Period:

1. OP/P&CMS determined that it was possible to obtain computer listings to assist in monitoring this activity. A sample run was received in mid-December and a final listing for the entire quarter was produced.

Status:

2. During the first quarter MP careerists had been enrolled in some type of training. Of our total population the minimum 40 hour requirement was accomplished by 59.

Problems and Shortfalls:

3. Fluctuating staffing and the limited space available in many job related training courses have impacted on the ability of Careerists to meet the 40 hour minimum training requirement.

Plans for Next Period:

4. Continue to monitor as appropriate and encourage careerists (through official notices and announcements at staff meetings) to consider and enroll for courses.

Office: Personnel

39 Objective Statement: Continue to provide training opportunities through attendance at OP
 Responsible Officer: Chief, Personnel and Career Management Staff Training Workshops.
 Significant Funding Amount: \$_____ FY_____
 Quarter Ending: 31 December 1985

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Provide scheduling to ensure that total enrollments reach 500 in FY 1986.	O X											-0
2. Schedule minimum of 50 workshops for GS-07 - 09 careerists.	O X	X	X									-0
3. Schedule minimum of 15 workshops for GS-10 - 12 careerists.	O X	X	X									-0

Continue to Provide Training Opportunities Through Attendance
At Training Workshops

Activity this Period:

1. The Workshops which began in FY1985 continue to be scheduled with 14 sessions completed during the first quarter. There were 223 enrollments during the period. For the GS-07/09 careerists there were nine workshops and for the GS-10/12's a total of five workshops.

Status:

2. The program is very much on target with just under 50% of the enrollment goal of accomplished during the first quarter. One third of the workshops for GS-10/12 careerists (5 of 15) have been held and just under one third (9 of 30) for GS-07/09's during the first quarter.

Problem and Shortfalls:

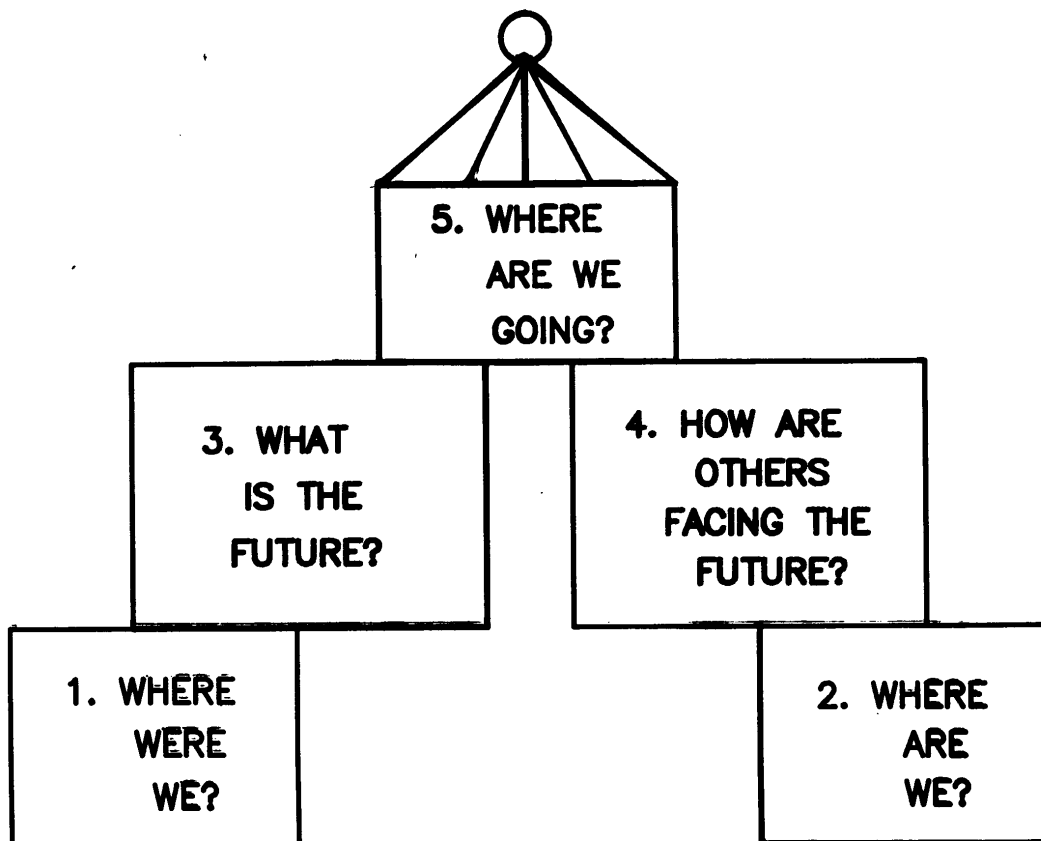
3. None at this time.

Plans for Next Period:

4. Continue current efforts and exceed minimum goals.

POLICY ANALYSIS AND EVALUATION

STAT Human Resource Task Force
Chief, Policy Branch)



AGENDA

OFFICE OF PERSONNEL

FIRST DDA QUARTERLY REVIEW

17 March 1986
0930 - 1100 Hours

STAT

EMPLOYMENT

STAT

0930 - 0940

- * Employment Update Chief
Employment Programs Staff)

EMPLOYEE BENEFITS AND SERVICES

STAT

0940 - 0950

- * Update on Retirement , Chief,
Retirement Division)

STAT

0950 - 1000

PERSONNEL AND CAREER MANAGEMENT STAFF

STAT

1000 - 1010

- * Changing Silhouette in OP
Career Management Officer)

POLICY, ANALYSIS AND EVALUATION

STAT

1010 - 1020

- * Employee Suitability Process
 Chief, Special Activities Staff)

STAT

STAT

1020 - 1030

- * Human Resource Task Force
Chief, Policy Branch)

STAT